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COMMUNITY SERVICES AND FACILITIES

As Salisbury continues to change, municipal services will need to adapt to meet the needs of the community. The physical infrastructure of roads, sidewalks, water and sewer systems and public buildings will need to be maintained, upgraded and over time replaced. Existing town services may need to be expanded or adjusted to meet new codes, changes in technology or user group demographics. Changes in housing preferences, recreational activities and work habits will also have an effect on residents' needs for services and facilities. By continually evaluating the services the Town provides and considering future needs, Salisbury will be able to adjust incrementally and proactively to serve its community in the short and long term.

Information presented has been compiled from relevant studies, town documents, and web sites. Additionally, for each facility and service, at least one interview was conducted with leadership personnel along with site visits where appropriate.

This chapter identifies and describes the following community services and facilities that the Town of Salisbury provides.

General Government (Town Hall & Departments)

Public Safety

Police

Fire

Emergency Response (Ambulance)

Emergency Management

Education

Elderly Services

Library

Water

Waste Water

Recycling

Other public facilities and services including transportation, parks and recreation, and housing are covered in other chapters.

As is true for most small towns with limited budgets, Salisbury is continually challenged to provide public services to meet the needs of its residents and to maintain the facilities and infrastructure that those services require. However, the Town has taken significant strides to address public service issues. Recent actions include renovations to the Senior Center and on-going improvements to Town Hall, renovations of the public wastewater system, a wastewater treatment plant expansion study and acquisition of a new town well. Instituting a policy that mandates a pro-active approach to planning and maintenance is critical to developing and sustaining town services and facilities that represent a healthy community.

General Government

Salisbury offers basic governing, planning, health and safety services consistent with that of most towns in Massachusetts. These include the following departments and boards.

Departments

Finance	Inspection Services
Animal Control	Library *
Assessor	Parking Clerk
Community Development Block Grant	Planning and Development
Council on Aging	Police
Economic Development	Public Works
Emergency Management *	Tax Collector
Fire/Rescue *	Town Manager
Harbor Master	Veterans Services
Health	

* Indicates offices are located out of Town Hall.

Boards

Board of Assessors	License Commission
Board of Health	Parks and Recreation Committee
Board of Registrars	Pike School Trustees
Board of Selectmen	Planning Board
Cable Advisory Committee	Rent Control Board
Conservation Commission	Sewer Advisory Committee
Council on Aging	Warrant Advisory Committee
Harbor Commission	Water Advisory Committee
Housing Authority	Zoning Board of Appeals
Housing Partnership	

Most Departments are housed within Town Hall at 5 Beach Road. Town Hall is a 2 story wood frame building built in 1891 in a prominent location in historic Salisbury Square. Town Hall is currently undergoing renovations to update the facility, its



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office spaces and utilities to help it meet state and city codes and the present day needs of the departments located there.

The Town of Salisbury has a total staff of _____. It also depends on _____ volunteers to make up the many boards, commissions and committees required to provide the Town with the manpower it needs to operate the town in an efficient and effective way.

Operating hours for Town Hall are Monday 8:30 AM to 6:00 PM, Tuesday through Thursday to 4:00 PM and Friday until 1:00 PM.

Needs

Is there a need for more office space to accommodate Town Departments, boards and commissions? Is there a need for storage, meeting rooms, communications equipment, office equipment, vehicles etc.? Are there staff needs? Site needs?

Police

Facilities

The Salisbury Police Department is located at 24 Railroad Avenue in Salisbury's Beach District Neighborhood in a facility built in the 1920s to house the town's police and fire departments. There have been minimal upgrades to the 2



story brick building since then and is currently entirely inadequate to serve the needs of the town. Due to its age and decades of deferred maintenance, deficiencies can be sited in each operational area of the facility. The sally port, where prisoners are brought into the facility is presently unlicensed by the State since it does not meet licensing requirements; A booking area that is isolated and secure; an interview room that is outside the core facility, soundproof and secure; and a prisoner release area (currently accommodated in a hallway) are outstanding needs that adversely affect the performance and safety of the department. In addition, a firearms permit area that is outside the core facility, a storage area that is weatherproof, secure and accessible within the facility (criminal records are stored outside in metal storage containers due to a lack of space), a secure evidence room, locker rooms including separate facilities for male and female officers, a break room and offices all represent pressing needs.

The exterior spaces needed for fleet parking and for personal vehicles is also inadequate. While fencing donated by local merchants secures the fleet parking area, there is not room for personal vehicles leaving them at risk. The physical condition of both the building and the grounds represent the general state of the facility and reflect poorly on the town.

The location of the Salisbury Police Department has served the town well as the majority of the department's call come from east of the Route 1 corridor. However; the site may present size and security restrictions that will need to be evaluated. It should be noted that the site was granted to the town by the Salisbury Beach Association for use as a fire and

police station and with a revision clause that states the parcel will revert to the grantor in the event the town discontinues its use as such. If it is determined that the current site is not adequate, the Chief would recommend remaining in the beach area, though ideally positioning the headquarters closer to Route 1 to improve response time to neighborhoods in the western section of town.

Personnel

The Salisbury Police Department is staffed by 21 full time employees (including 14 fulltime officers) 12 part time officers that can be called when needed; 4 reserve dispatchers, a part time custodian and meter collection officer, and 2 seasonal parking enforcement personnel. From Memorial Day to Labor Day the Town requests and receives assistance from the State Police Force each Thursday through Sunday. An additional two to five State officers are placed on duty in Salisbury each of these days, supplementing the town's capacity. In addition the State Reservation is served by 3 mounted police officers to provide safety and security of the nearly 5,000 beach goers at that facility.

The state's standard formula for determining an adequate level of police officer staffing is 2 full time officers for every 1,000 people. While Salisbury's census population is estimated at a little over 8,000, Salisbury's Chief of Police Dave L'Esperance feels that 10,000 more accurately represents the town's true population. Using this figure, 20 full time officers are recommended for adequate police service and protection, leaving Salisbury short by 6 full time officers.

Increased staff would help the department more readily respond to its growing call and case load. Chief L'Esperance cited the need for additional staff for patrolling, dedicated traffic control, drug enforcement and criminal investigating.

Programs

In spite of facility inadequacies and a limited staff the Salisbury Police department provides safety, security, and emergency assistance to the community 24 hours a day, 7 days a week. The Salisbury Police Department is committed to the concept of Community Policing. It is the mission of the department to responsibly address the community's needs and to provide professional services that contribute to the quality of life of its residents in a positive manner, enabling them to thrive in a secure and healthy environment. The department believes that interaction and communication among all town departments, social service agencies, schools and citizens is beneficial to the entire community. Police Department services include engaging in crime prevention and investigation, performing animal control duties; supplying accident and incident forms, issuing firearms permits, providing driving manuals, and performing community education and outreach.

Existing programs that the department runs include **TRIAD**, a partnership involving senior citizen, Law Enforcement Agencies (Sheriff / Police / District Attorney) and Support/Protective Services (Councils on Aging / Elder Services / Clergy, etc.) who agree

to work together. Their primary goals are to reduce the criminal victimization of older citizens and enhance the delivery of services to this population.

The Salisbury Police Department is a participating agency in the **Project Lifesaver** program. Project Lifesaver is a proven and consistently reliable rapid response partnership with law enforcement which provides assistance to those who suffer from Alzheimer's disease and related disorders, such as Down's syndrome, autism and dementia, and their families. As the nation's most effective program for locating and rescuing victims of these disorders, Project Lifesaver uses electronic tracking systems to locate patients during wandering incidents.

In response to what the department sees as the biggest policing issue in Salisbury it developed a special response unit for domestic violence calls. **The Rapid Response Team** was established to provide immediate crisis intervention to victims of domestic violence under a joint grant from the Department of Justice. The Rapid Response Team consists of two full-time police officers from the Domestic Violence Unit of the Salisbury Police Department, a full-time team coordinator from the Women's Crisis Center, and several highly trained lay advocate volunteers.

The Team's goal is to provide support and options to victims and to encourage the prosecution of the perpetrator. Communities with similar programs have witnessed a reduction in repeat calls to homes where there is ongoing domestic violence, and an increase in the number of successfully prosecuted court cases for domestic assault.

Advocates give undivided attention to the needs of the victim. Therefore, the police officer can focus his/her attention on making an arrest, booking the perpetrator, and completing a thorough investigation. From a law enforcement perspective, the goal of the Rapid Response Team is to assist the victim in making informed decisions about the criminal and civil complaints, made against the batterer, and to encourage prosecution in cases where a crime has been committed.

Neighborhood Watch has been a successful strategy for increasing neighborhood safety throughout the country and is primarily initiated by concerned neighbors. It is simply an organized group of neighborhood residents who watch out for criminal and suspicious behavior and report it to local law enforcement. The program involves neighbors looking out for neighbors and becoming familiar with each other's habits, vehicles, and property, while working hand in hand with local law enforcement to promote security and cooperation.

The Salisbury Police Department is committed to keeping children safe and offers fingerprinting for children of the community as well as proper installation of children's protective car seats. The department's **A Child is Missing** program is an automated system that alerts neighborhood residents when a child is reported missing providing descriptions, times, and other information pertinent to the situation. The department is also collaborating with the Parent Teachers Association and the school district to redevelop a school program that will bring police officers into the schools on a regular basis with the goal of providing information, building positive relationships and providing role models.

In addition to preventative policing programs the department also provides the **Crime Tip Line**. This line is available to anyone who has information about a crime and is reluctant to call the police. A call to the 24 hour Crime Tip Line can be made anonymously or the caller can leave a name and number.

Issues

Chief of Police Dave L'Esperance sited domestic violence as the most pressing issue facing the town of Salisbury in the area of public safety. This is confirmed by the number of calls the department responds to. Domestic violence does not just affect the perpetrator and the victim, it affects entire families and filters out to entire communities. The pervasiveness of the issue makes it not just a policing priority, but a community priority as well. The Town needs to look closely at the support services that are in place to assist those involved. A comprehensive approach for impacting domestic violence will go further and consider how housing, schools, economic development, and quality of life elements such as parks and open spaces, community centers, and sidewalks can make a difference.

Drug use in Salisbury, like other towns and cities across the country continues to be an on-going concern to the department. It represents an issue that requires collaboration with state and federal authorities and would benefit by the addition of a full time detective to work exclusively on drug related issues.

Traffic violations also account for a high percentage of calls into the department. In 2006 the department tried an experimental program using a dedicated officer for traffic issues, and while it was considered successful, it had a high cost due to lack of staff and the need for excessive overtime.

Needs

The department has taken steps to address its facility needs by securing a grant for a facility study. The study will determine the department's programmatic needs and translate that program into facility requirements. It will then compare sites and recommend an option that will best meet those needs as well as provide estimates of costs to implement the study's recommendations. The town will need to appropriate funds to match the grant at 2007 fall Town Meeting for the study to move forward. The Department hopes to see the study completed by 2008 spring Town Meeting so decisions can be made and funding for construction can be considered.

As cited above, an increase in staff size is recommended by state standards and supported by Chief L'Esperance. The most pressing personnel needs are for additional officers for patrol and investigation; however, the department also needs a full time custodian.

In addition to facility and staff needs, the department is striving to increase its capacity to use technology for increased safety, quicker response time, more efficient processing, and greater integration with state and federal programs. The department also recognizes the need for increased training and for upgraded equipment.

Fire and Rescue

The Salisbury Fire and Rescue Department is centrally located in Town at 37 Lafayette Road. This central location is critical in maintaining short response times to calls. The 30 year old wood frame truss building was completed in 1976 as a call department. Within a few years it evolved into a full fire department. An addition for the Town's Emergency Management Agency was added in _____. While the facility is in good condition it is at maximum capacity. Additional space is needed for offices, storage, communication, and fleet storage. There is ample room on site for expansion, a plan that is supported by the Department.



The Department also owns the Ring's Island Substation, although it has not been used by the department for a number of years. Currently it houses a private rowing club. The substation could provide much needed storage space.

At one time the Town owned and operated four separate stations to assure that all parts of Salisbury would have quick access to equipment. With faster trucks and a full time staff this need was eliminated. The two other stations reverted back to the previous land owners after a period of time of non-use by the Town.

The Fire and Rescue Department is staffed by six full time and fourteen part time employees. This staff number allows at least three fire fighters to be at the facility 24 hours a day, 7 days a week along with dispatch personnel every day and all but three nights a week. There is a need to add a dispatch on those remaining nights as operational deficiencies result in having less than 3 fire-fighters available per truck. When a truck is called out on a night when there is no dispatch, one firefighter must stay behind at the station to handle in-coming calls. This prevents the use of the ladder truck as a first responder as that truck requires three firefighters for operation.

Conversion of the part time employees to full time would help not only to alleviate this personnel shortage but also would create efficiency in scheduling, and save hours of time each week that is currently devoted to payroll. Since part time employees have up to four rates that are dependent on number of hours worked and jobs performed, payroll which is handled in house is a time consuming task.

Currently the department houses 3 pump trucks, 1 brush truck, 3 command vehicles, a boat, and an ATV. With the replacement of the department's ladder truck expected soon, the fleet is considered to be adequate for the near future at this site. However, with the height and number of new developments expected in the Beach District, the Chief anticipates the need for a Beach District substation to maintain the level of service and provide adequate safety services to that district. With an additional facility, an enlarged fleet and personnel would be required.

Water capacity and pressure are primary factors for fire protection and are currently considered adequate. Additional water sources from Amesbury and Hampton, New Hampshire supplement Salisbury's supply in emergencies and with the permission of those Towns. Again, as density and height are added to the Beach District's supply of buildings, the issue of water capacity and pressure need to be considered and addressed.

The average response time to calls by Salisbury fire and rescue is good at around 3 minutes. In 2006 the department responded to 2,360 calls, around 900 of which were medical aid calls. The department responds to all 911 calls as it averages the quickest response time.

In addition to providing fire protection, rescue service, medical assistance, and emergency aid to the community the Department is responsible for:

- Performing fire hazard related inspections
- Performing community education and outreach
- Providing applications
- Collecting fees
- Enforcing by-laws and state regulations

Needs

Immediate needs of the Fire Department include adding dispatch staff for the three nights of the week not currently covered and converting part time personnel to full time. The acquisition of the ladder truck is the only pressing facility need.

In the short to medium term, additional capacity at the current facility is needed. Then with the substantial buildout of 4 and 5 story buildings in the Beach District, a substation complete with staff and equipment will be required to maintain adequate fire protection services.

Emergency Services

Salisbury's Emergency Services Department occupies an office and team meeting room in the Fire and Rescue Department facility at 37 Lafayette Road. The department consists of one director and one assistant director, both of whom are part time. The department is supported by a team of 15 volunteers.

The role of the Emergency Services Department is to coordinate disaster relief during periods of extreme emergencies. Generally this refers to events that result in the declaration of a local "state of emergency". The department then works with other emergency service providers including the local fire and police departments, DPW, State Police, Coast Guard and others as appropriate. The department provides help to the various respondents by assisting persons impacted by the emergency with such services as shelter, clothing, food and medical help, by overseeing evacuations, and by interfacing with state and federal agencies both during and following the emergency. To date the

emergencies have been storm related events such as flooding and ice or snow storms. It could also include extensive fires, nuclear emergencies or national security incidents.

The department's minimal equipment inventory consists of 2 computers, communication equipment (16 radios, telephones and pagers) several generators and pumps and first aid supplies. There are two approved Red Cross centers in Salisbury the Department can use for shelter and services: the elementary school and the Hilton Center.

While overseeing actual emergencies is a limited occurrence, with less than a dozen local states of emergency within the last five years, the department spends most of its time working on compliance issues from Federal and State mandates. With flooding as the Town's biggest emergency issue, the department meets consistently with regional, state and federal agencies to examine how the Town can reduce the occurrence and severity of flooding.

The other perennial issue is the vulnerability of the beach as a protective device for the many residents and properties along the waterfront. The Emergency Services Department feels strongly that on-going beach nourishment is needed. The last beach nourishment occurred in 1992 and was finally depleted in the spring storm of 2007. The Emergency Services Department working with State and Federal Agencies and other Town department should develop and implement a Coastal Zone Management Plan to assure the safety of the Town's residents and the protection of its coastal resources.

Needs

With continued development in the Beach District, the area typically most affected by flooding and storms, there may be a need to increase the capacity of the Emergency Management Department to both respond to emergencies and provide follow up accounting and reports to the involved State and Federal Agencies. This could include funding for a full time director as well as additional computer and communication equipment.

Salisbury Public Library

History¹

Since 1885 Salisbury has supported a Public Library. It began at that year's annual town meeting with the appointment of a board of trustees to establish a town library. Frank Chapin, the post master, agreed to furnish a shelf at the post office and serve as the first librarian. In 1900 the board grew from three to six members "by the election of three ladies" and Hannah B. Coffin was appointed the first female librarian. Prior to 1956 and the building of the library at its present site on the green, the library was housed in several municipal buildings including Town Hall, Cushing School and the superintendent's office on Park Street. By 1972, the town had outgrown the building and an addition was added and in 1985 another addition was planned but not built.

¹ Salisbury Public Library, Long Range Plan, 2008 – 2012

Today

Today, the Salisbury Public Library is in the same spot on the green, incorporating both the old and new (buildings. When the new addition was added in 1973, holdings were approximately 20,000 volumes and 60 magazine subscriptions. Today, there are 4,259 registered borrowers, 28,000 volumes, 70 periodical subscriptions, 450 audio books and 200 videos. While there was a form of interlibrary loan available at that time, it was unlike today's system. In 2006, the library received 2,230 loans and filled 4,584. Circulation in fiscal year 05 was 25,682, up 3,000 from fiscal year 04.²



The library is staffed by a part time director, a part time assistant librarian, and a part time children's librarian. Funding is also available to employ one student for 15 hours a week and a custodian

for four hours a week. Staffing limits hours of operation to 32 hours a week: Monday, Wednesday and Thursday from 10 AM to 6 PM, Tuesday from noon to 8 PM and Saturday from 10AM to 2 PM.

Salisbury Public Library offers a full range of services to meet the informational, educational and cultural needs of the community including providing access to holdings

² Salisbury Public Library, Long Range Plan, 2008-2012

at more than 40 local libraries as well as libraries outside the region, assisting with genealogy research, and conducting programs for children and adults. In addition, the library's catalog is available via the internet and is accessible 24 hours a day, seven days a week.

Programming is an important component of library services. There were 45 children's programs held in 2006 with a total of 1,148 participants. In addition there were 10 adult and young adult programs held serving 102 participants.³ The library is conscience of its need to increase programming for both young adults and seniors.

The library is fortunate to be supported by Friends of the Salisbury Public Library, a non-profit organization founded in 1970 to support and promote the Salisbury Public Library. The Friends work to increase public awareness of the library, its resources and its services. It also funds materials and projects outside the scope of the regular library budget.

Following are statistics on circulation trends from 2002 to 2006. The information is part of the inventory and analysis performed to understand facility and program needs for the Planning and Design Application prepared by the library in 2006..

³ FY 2007 State Aid to Public Libraries Annual Report Information Survey of 2006 Data

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Table 1: Total Circulation

2002	2003	2004	2005	2006
22,712	22,239	22,365	25,732	25,590

Table 2: Circulation by Book Type

Book Type	2002	2003	2004	2005	2006
Adult Fiction	8,825	9,082	8,510	9,241	10,031
Adult Non-Fiction	2,522	2,570	2,813	2,722	3,170
Adult & Juvenile Serials	1,574	1,757	1,562	1,910	1,848
Juvenile Fiction	5,608	5,284	5,886	6,180	4,858
Juvenile Non-Fiction	1,939	1,606	1,494	1,773	1,520
Total Items	20,468	20,299	20,265	21,826	21,427

Table 3: Circulation of Audio/Visual Materials

Audio/Visual Material	2002	2003	2004	2005	2006
Adult Cassette	1325	1413	1492	1625	1256
Juvenile Cassette	221	124	86	145	143
Adult CD	16	38	59	139	429
DVD	NA	5	30	91	295
Adult Video	NA	137	107	1910	479
Juvenile Video	196	117	195	853	890
MP	46	46	63	59	100
Total Items	1804	1880	2032	2670	3592

Table 4: Inter Library Loan Requests

Year	Inter Library Loan	Requests In	Requests Out
2002	NA	-	-
2003	4,412	1400	3012
2004	4,740	1623	3117
2005	6,814	2,230	4,392

Needs

While the library is enjoying outstanding success as can be determined by the increase in users and programs, and the 3,047 square foot building is sound, the size of the building and parking lot are limiting library services. The list of inadequacies includes: ADA compliance, private spaces for staff offices and study areas, public areas for meetings or

programs, secure, climate-controlled area for historical and genealogical materials, and stock space.⁴

In addition when the building was improved in the seventies there was no provision for today's technology. Today the library has two personal computers available for public use and a catalog computer. There is a substantial unmet need for additional computers. Other needs include more staffing to enable both increased hours and additional programming, particularly for young adult and seniors.

To address the outstanding facility needs, the library's board of trustees completed a planning and design application in 2006 and was awarded a \$40,000 State Grant to fund a feasibility study for facility expansion. The library is now looking to Town Meeting to obtain \$20,000 in matching funds. With funding in place it will then assemble a committee, develop a building program and ultimately retain a consultant to complete the study. The subsequent application for funding the construction of the project is expected to be around 2010.

The Library is fortunate to have retained its position in the village square. It is one of the municipal anchors that help create a town center. However, with the central location, the library faces traffic issues. For example crossing Bridge Street at the light is very difficult to do in the time allowed by the signal. A "safe walk" to the library should be developed and signed. In addition, although the Library is centrally located, it has poor visibility.

⁴ Salisbury Public Library, 2006-2007 Planning & Design Application, Jan. 18, 2007

Consideration should be given in the expansion feasibility study and by the Town to overcoming this issue.

Council on Aging

The Council on Aging enjoys a newly renovated facility, the Hilton Center, at 43 Lafayette Road at the northern edge of the Salisbury Square district. The Hilton Center shares the site with the Town's fire department and the Department of Public Works and it abuts Lions Park, a well used facility serving all age groups. The _____ square foot single story wood building includes a large function room, a warming kitchen, restrooms, a meeting room, two function rooms, two offices and storage space. Most on-site activities take place in the primary function room. The meeting room, as well as the main



function room, is used by numerous town departments, community groups and non-profits as it is one of a limited number of public meeting rooms in town. In addition, the Hilton Center is occasionally rented for private events during the

evenings.

The mission of the Council on Aging and Elderly Affairs is to provide services designed to enhance the quality of life and independence of elders in the community. These services include:

- Transportation to medical appointments, therapy and shopping
- Hot meal served onsite daily
- Home-delivered meals available to homebound elders
- Ongoing social & education programs, such as crafts, bingo, computer classes and health insurance counseling
- Monthly health screening, such as blood pressure clinic, podiatrist services
- Administration of continuing programs, such as hot lunches, entertainment, exercise, education and travel

The Hilton Center is open 32 hours a week Monday through Thursday 8:00 AM to 2:30 PM and Friday 8:00 AM to 12 PM. There are no evening or weekend hours.

The Council on Aging (COA) is staffed by five part time employees including an executive director (30 hours a week), an outreach worker (30 hours a week), a van driver (10 hours a week), a meal site manager (10 hours a week) and a janitor (10 hours a week). Additional support is provided to the meals program by volunteers who assist with the serving and clean-up and two delivery drivers who are paid through the Merrimack Valley Nutrition Program (MVNP).

The COA's meals programs are central to their mission. The congregate meal program, offered Monday through Friday on site serves a range of eight to sixty persons a day with

average daily participation around twenty. In addition, the COA's home delivery program currently serves fifty to sixty five persons a day. All meals are prepared at the Vocational School in Andover and shipped to the Hilton Center. The meal site manager and volunteers then divide the meals into congregate and home delivery, supplement the meals with milk, rolls and a dessert and serve them in the Center or prepare them for the drivers who deliver them door to door. Donations of \$2 per meal are accepted, however there is no requirement for payment. Monthly donation forms are sent to recipients of home meals for the benefit of those who want to do so. At this time, the congregate meal program is funded by the Town, however COA is seeking a grant to enable payment to be made by MVNP.

Transportation is another vital service provided by the Council on Aging. There are two primary services: The COA Van and Salisbury Ring & Ride.

The COA Van is available to seniors for transport to local appointments and other destinations three days a week from 8:30 AM to 2:00 PM. Monday, and Tuesday is devoted primarily to medical appointments and errands. On Wednesday the Van provides transportation for grocery shopping to Market Basket Plaza and Wal-Mart Plaza in Seabrook. Seniors must call to schedule their rides at least 2 working days in advance. A \$2 donation is requested, but never required.

Salisbury Ring and Ride offers curb to curb transportation for Salisbury residents for shopping, visiting friends, running errands, going to and from medical appointments, or

to and from work, the Ring & Ride allows clients to commute within Salisbury, throughout Amesbury and Newburyport. This van service accommodates wheelchair clients, operates from 5:00 AM. to 7:00 PM Monday through Friday and 9 AM to 6 PM. on Saturdays. Reservations must be made forty eight hours prior to service. There is a \$2.00 fee each way.

Rides to out of town appointments are also available through a volunteer program called Northern Essex Elder Transport, Inc. (NEET). This program uses volunteers to transport elders at no charge. Volunteers are paid by NEET. Seniors may make donations if they choose to do so either to the driver or to their local COA. NEET has a local office in Amesbury.

Programs provided by the Council on Aging range from recreational and cultural activities to health screenings, consultations and workshops. For example the Center provides walking groups, Tai Chi, line dancing, holistic health workshops, and game and movie afternoons all within the Hilton Center. Program donations are accepted with the balance paid by grants and Town. A goal for the Center is to have all programming self sustaining. COA also provides out of town trips and programs, often partnering with other centers to enhance offerings and reduce prices. Sand and Sea Festival, Down East lobster bake, Turkey Train and Christmas in the White Mountains represent some of the trips available this year.

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Seniors also look to the Center to provide health screenings and other medical services. The Visiting Nurse Association provides screening at the Hilton Center one day a month. A podiatrist also holds office hours one day a month. There is a \$30 charge for a podiatrist consultation.

There is hope that free legal consultations and reduced priced legal document preparation may be added to the list of offerings.

The Council on Aging served over ----- Salisbury elders in Fiscal Year 2007 (July 1 2006 – June 30, 2007).

Congregate Meals	1,754
Home Delivered Meals	7,893
Transportation	1,298
Fitness Program (2 months)	547
Computer Training	90
Recreational Programming(5 months)	1,962
Health Screening	158
Tax Preparation	29
Outreach	202

Although the Center was closed for six months of FY 2007, many services including meals, transportation, health screening and outreach continued to be provided at other locations. Most other programming reflects a limited schedule.

Needs

The Salisbury Council on Aging is looking to continually improve its capacity to serve the elders of Salisbury. Facility needs include wall dividers to improve the setting for the typically smaller daily congregate meals, a wireless network for the increasing number of seniors who use lap top computers for communication and recreation, and a full kitchen that meets town building code to enable the Center to increase meal and program options as well as to rent to others who require it.

An increase in staff is the most pressing need as articulated by the Center's new director. Increased staffing would allow more time for grant writing, a first step for increased funding. It would also translate to additional hours, particularly early evening hours, and more programming.

The director believes that a study of homelessness in Salisbury could help the Center better understand and address the needs of this population; a population she suspects includes a considerable number of elders. Working with a local college, or through the Massachusetts Council on Homeless or other agencies could provide the expertise and the personnel to help the Center achieve this goal.

The issue of intergenerational programming is also of interest to the Center. The idea that young and old and all ages in between benefit from each others knowledge, perspective and company offers a powerful tool for enhancing the lives of all involved. Connections

can be made and should be supported with schools, the library, and with other agencies serving the community's youth.

At the heart of Center's mission is for the elders to be a part of the community. To meet this goal, the Center requires connectivity to other services and facilities. Both programming connections and physical connections should be considered. Connecting the Hilton Center to the rail trail and constructing sidewalks from the Center to the Village Square would help seniors keep active and safe. Connection to the Village Center would allow them to walk to the Library, Post Office, diners, the green and other services. Evaluating Lions Park to better accommodate seniors in the mix is another strategy to integrate generations.

Schools and Education

Salisbury is a member of the Triton School District along with the towns of Newbury, Rowley and Byfield. Salisbury students in grades pre-kindergarten through six attend the Salisbury Elementary School at 100 Lafayette Road in Salisbury. Upon completing the sixth grade, students attend the Triton Regional Middle School which houses approximately 565 students in grades 7 and 8: ### of those students coming from Salisbury. Sharing the same campus in Byfield, the Triton Regional High School serves just over 1000 students in grades 9 through 12 with ### from Salisbury.

Salisbury Elementary School

Salisbury Elementary School located just over a mile from Salisbury Square north on Route 1 (Lafayette Road) was built in 1999 to serve a student population of _____. The 2005 – 2006 school year enrollment was 662 students. A breakdown of the students by gender, race and ethnicity, and selected populations is shown in Table 5. Projections of elementary age children to the year 2020 show that the school

The attractive two story brick building includes around 60 classrooms, cafetorium, computer lab, gymnasium, and administrative offices. The school, designed with access control, allows all doors to be secured throughout the school day and requires each visitor to be identified before entering the facility. These precautions provide a safe and secure facility for students and staff. Outside spaces include an interior courtyard that can be used for small events or an outside classroom, playgrounds designed for different age groups, a paved basketball court, a little league size ball field and a small utility field for soccer and other sports. The school is designated as a town evacuation site and as such is an approved Red Cross Center.

The building is maintained by a staff of four full time custodians whose primary responsibility is cleaning. In addition 3 full time maintenance personnel are responsible for general maintenance of all of the school district's facilities including Salisbury Elementary School. Grounds maintenance is out-sourced throughout the regional system and includes mowing, turf maintenance, field preparation for games and other landscape maintenance as needed. The Town snowplows roads and parking areas at the Salisbury

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Elementary School while the school's sidewalks are cleared by school staff. The facility and its grounds are in very good condition with no forecast for capital improvements within the near future. On-going routine maintenance and identified preventative maintenance should be a priority to keep the facility in excellent conditions.

In addition to the core academic classes Salisbury Elementary School offers _____?

Classes, extracurricular activities, after school care, athletics, other?

Table 5: Salisbury Elementary School Enrollment

	School	District	State
Total Count	662	3,416	972,371
Race/Ethnicity (%)			
African American	0.3	0.6	8.3
Asian	0.9	0.6	4.6
Hispanic	2.4	1.4	12.9
Native American	0.3	0.2	0.3
White	95.2	96.8	72.4
Native Hawaiian, Pacific Islander	0.0	0.1	0.1
Multi-Ethnic	0.9	0.3	1.4
Gender (%)			
Male	51.7	51.6	51.4
Female	48.3	48.4	48.6
Selected Populations (%)			
Limited English Proficiency	1.4	0.8	5.3
Low-income	17.8	12.4	28.2
Special Education	11.2	11.4	16.5
First Language Not English	2.4	1.3	14.3
Migrant	0.0	0.0	0.0

Source: <http://trsd.net/salisbury/default.htm>

The Elementary School is staffed by 50 teachers resulting in a student teacher rate of 13.2 to 1, slighter lower than the district rate and on par with the State. Table 1 illustrates data on teachers in Salisbury compared to the District and State.

Table 6: Salisbury Elementary School Teacher Data

	School	District	State
Total # of Teachers	50	227	73,593
% of Teachers Licensed in Teaching Assignment	98.0	97.1	94.4
Total # of Teachers in Core Academic Areas	41	202	62,301
% of Core Academic Teachers Identified as Highly Qualified	86.6	94.5	93.7
Student/Teacher Ratio	13.2 to 1	15.1 to 1	13.2 to 1

Source: <http://trsd.net/salisbury/default.htm>

Triton Regional Middle School

Triton Regional Middle School in Byfield serves ### Salisbury students in the grades 7 and 8. These students are bussed ____-miles to attend school from ____AM to __ PM.

The Triton Regional Middle School was renovated and expanded with new classrooms in 2000 The building is connected to and shares facilities with the High School, including the gymnasium, cafeteria and campus grounds. All facility cleaning and facility and grounds maintenance is out-sourced. This facility too is in very good condition with no immediate needs beyond continued routine and preventative maintenance.

The school provides core academic courses as well as advanced courses? Special needs courses/classes?

Table 7: Triton Regional Middle School Enrollment

	School	District	State
Total Count	551	3,416	972,371
Race/Ethnicity (%)			
African American	0.4	0.6	8.3
Asian	0.2	0.6	4.6
Hispanic	2.4	1.4	12.9
Native American	0.9	0.2	0.3
White	95.6	96.8	72.4
Native Hawaiian, Pacific Islander	0.0	0.1	0.1
Multi-Ethnic	0.5	0.3	1.4
Gender (%)			
Male	51.7	51.6	51.4
Female	48.3	48.4	48.6
Selected Populations (%)			
Limited English Proficiency	0.2	0.8	5.3
Low-income	16.3	12.4	28.2
Special Education	11.3	11.4	16.5
First Language Not English	0.2	1.3	14.3
Migrant	0.0	0.0	0.1

Source: <http://trsd.net/salisbury/default.htm>

There are 37 teachers in the Trident Regional Middle School to support a student to teacher ratio of 15.1 to 1, somewhat higher than the state ratio of 13.2 to 1. Teacher qualifications are on par with that of the State.

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Table 8: Triton Regional Middle School Teacher Data

	School	District	State
Total # of Teachers	37	227	73,593
% of Teachers Licensed in Teaching Assignment	94.5	97.1	94.4
Total # of Teachers in Core Academic Areas	32	202	62,301
% of Core Academic Teachers Identified as Highly Qualified	93.8	94.5	93.7
Student/Teacher Ratio	15.1 to 1	15.1 to 1	13.2 to 1

Source: <http://trsd.net/salisbury/default.htm>

Triton Regional High School

Triton Regional High School serves ## Salisbury students in grades 9 – 12 with a teacher to student to teacher ratio of 14.8 to 1. The High School, like the Middle School was renovated in 2000 and upgraded with a new gymnasium. In addition to the main school building, a permanent outbuilding houses some science labs.

The grounds of the combined Middle and High School include a 4,000 seat stadium with running track, press box, lighting and sound system; two baseball fields, two softball fields and two multi-purpose fields one used primarily for soccer; the other for field hockey and lacrosse.

In addition to core academic courses the high school provides _____?

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Table 9: Triton HS Enrollment 2005-2006

	School	District	State
Total Count	964	3,416	972,371
Race/Ethnicity (%)			
African American	1.2	0.6	8.3
Asian	0.3	0.6	4.6
Hispanic	0.6	1.4	12.9
Native American	0.0	0.2	0.3
White	97.6	96.8	72.4
Native Hawaiian, Pacific Islander	0.2	0.1	0.1
Multi-Ethnic	0.0	0.3	1.4
Gender (%)			
Male	52.4	51.6	51.4
Female	47.6	48.4	48.6
Selected Populations (%)			
Limited English Proficiency	0.3	0.8	5.3
Low-income	11.8	12.4	28.2
Special Education	9.3	11.4	16.5
First Language Not English	0.9	1.3	14.3
Migrant	0.0	0.0	0.1

Source: <http://trsd.net/salisbury/default.htm>

Table 10: Triton HS Teacher Data 2005-2006

Total # of Teachers	65	227	73,593
% of Teachers Licensed in Teaching Assignment	95.7	97.1	94.4
Total # of Teachers in Core Academic Areas	57	202	62,301
% of Core Academic Teachers Identified as Highly Qualified	95.1	94.5	93.7
Student/Teacher Ratio	14.8 to 1	15.1 to 1	13.2 to 1

Source: <http://trsd.net/salisbury/default.htm>

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Triton Regional High School has a graduation rate of 83.5, higher than the state average of 79.9 and neighboring Amesbury's at 80.5 and generally the same as Newburyport's. The drop out rate however is above both that of the State and Newburyport and slightly below that of Amesbury.

Table 11: Graduate and Drop Out Rates 2005-2006

	% of Student that Graduate	% of Students that Drop Out
Triton	83.5	12.2
Amesbury	80.5	12.6
Newburyport	83.7	9.5
State	79.9	11.7

Source: <http://profiles.doe.mass.edu/gradrates.aspx>

The following table compares the post-graduation intentions of Triton high school seniors to neighboring Amesbury and Newburyport and the State.

Table 12: Intention of Graduates 2006

	4 yr Public	4 yr Private	2 yr Public	2 yr Private	Work	Military
Triton	29.1	31.7	2.6	17.8	10.9	2.2
Amesbury	26.7	31.3	2.3	25.0	10.8	1.1
Newburyport	41.3	38.6	1.1	9.5	1.6	2.6
State	30.8	26.6	1.9	18.5	10.0	1.5

Source: <http://profiles.doe.mass.edu/plansofhsgrads.aspx>

After School Care

Water & Wastewater

Water and wastewater (along with, parks, cemeteries, roads, parking lots and comfort stations) are the domain of the Salisbury Department of Public Works (DPW). The department's primary facility is located at 37 Lafayette Road, sharing the site with the fire department and the Hilton Senior Center.



The DPW is staffed by a director, business administrator and secretary as well as four highway personnel, and four wastewater personnel.

Water⁵

The Town of Salisbury purchased its water company in 2001. Since that time Pennichuck Water Service Corporation (PWSC) has operated and maintained Salisbury's water supply and distribution under the direction of the Salisbury Public Works Director. Pennichuck is a private company in the contract operations field. It is a subsidiary of, Pennichuck Water Works (founded in 1852) the largest investor-owned water company in the state of New Hampshire, serving a population of 120,000 people in 22 communities throughout southern New Hampshire and in Massachusetts. PWSC has operations and management agreements with the towns of Hudson, NH and Salisbury,

⁵ Information received from Don Levesque during interview on July 19, 2007

MA. PWSC is the certified operator for many non-community water systems, providing laboratory testing, monitoring and consulting services.⁶

Approximately ninety five percent of the Town of Salisbury is served by the public water supply. Salisbury's water comes from three wells, permitted by the State to withdraw 1.2 million gallons of water per day. The Town has identified and secured a fourth well that will go on line later this year. A fifth well is being evaluated for future need. The Town also maintains three water tanks; one elevated and two ground level tanks that together store over 1.4 million gallons and 52 miles of main lines.

The Town also shares interconnected lines (interconnects) with the Town of Amesbury and North Hampton, New Hampshire. These lines stay closed unless a state of emergency such as a large fire strains a community's public water supply or a Town's own supply is otherwise off line. Then with the permission of the interconnecting Town, water can be drawn through the lines as agreed by the communities.

The Department of Public Works takes a pro-active approach to maintaining and improving the public water supply. In addition to securing new wells, the department has recently undertaken a hydraulic modeling study to evaluate the capacity and feasibility of increased lines. The department has also just completed leak detection analysis on all three water tanks and is nearly ready to begin a leak detection analysis for the remaining system components.

The department also recently updated its SCADA system; a computerized system that detects failures such as power outages and chemical imbalances. Having a system in

⁶ http://www.pennichuck.com/about_us.htm

place that detects these failures immediately can save a town hundreds of thousands of dollars in maintenance and repair to a system impacted by such failures.

Maintaining the water system requires on-going capital improvements to replace unsafe or inefficient lines, upgrade pumping stations, testing systems and chlorination systems. Currently the Town is replacing old eight inch asbestos cement water lines on Rabbit Road from Old Elm Street to Main Street. This will increase capacity in the area by enlarging the size of the line, offering better service to the industrial park and others.

The DPW director approximates that about 25% of his and the department's administrative staff's time is devoted to water issues.

Needs

The DPW considers its facility on Lafayette Road to be inappropriately placed. Due to the back of the house type of maintenance operations the DPW performs and the department's need for storage space for salt, gravel and other maintenance materials as well as trucks and other construction and vehicles, there is general consensus among in town that the DPW facility would be better sited off a prominent road. The DPW director would like to see a new facility constructed on the site abutting the Wastewater treatment plant off Route 110. There is adequate town owned land and the move would allow consolidation of DPW facilities. The move would also free up valuable property at the Lafayette Road for more suitable uses, such as a new police station which would benefit from a prominent central location.

Wastewater⁷

Roughly sixty percent of the Town of Salisbury is served by the Town's public wastewater system. Coverage is shown on Map _____. Wastewater outside the Town's collection system is handled by private systems that must meet state and local code. Salisbury's wastewater is collected and treated at the Wastewater Treatment Facility at 125 Elm Street. The Plant is about 20 years old but is in good condition. It is permitted for 1.3 million gallons of effluent per day and is currently treating an average of 800,000 to 900,000 gallons per day.

The wastewater staff, under the direction of the director of DPW, is responsible for the efficient operation of the entire treatment works including: Staff includes a chief operator, an assistant chief and lab technician, and a mechanic.

- Treatment Plant: Process building, screening rack, aeration system, 5 & 7 million gallon lined lagoons, 8 rapid infiltration sand filters, 4 ultraviolet disinfection units and outfall.
- Pumping stations: Operation and maintenance of 17 pumping stations across town. Major components include pumps, telemetry, check valves, floats, transponders, compressors, dialers and various electrical components.
- Collection System: Inspection of hookups, distribution of lateral locations to contractors, drawings of as built, inspection of plans for potential developments, assistance in various aspects of engineering and planning.

⁷ <http://www.salisburyma.gov/depts/PWWasteWater.html>

Daily operation of the treatment works includes a wide array of responsibilities. A plant check is performed daily that includes documenting daily flows, hours of operation on various pieces of equipment, weather, rainfall, and power usage. Samples are collected at various sample points throughout the treatment process. These samples are analyzed and documented for reporting purposes. Adjustments and changes to the treatment process are made from this information.

Sampling and testing is also done on a daily basis. All personnel are trained to some degree on proper lab analysis of samples collected. Lab data collected throughout the month is logged into a Data-Stream program that will compile monthly data for reporting to various State and Federal agencies.

Pumping stations are routinely checked for proper operation. Plant personnel do most repair work. Repairs include electrical components, telemetry repair and setup, piping and valves, seal replacement on various sizes and brands of pumps as well as grounds maintenance. Most pumping stations have automatic dialers that will call an answering service in case of a breakdown. Plant personnel will then be informed of the problem and respond accordingly.

Plant personnel are responsible for all sewer hookups in town. Once a licensed plumber completes the job, department personnel will inspect and measure the job, make a drawing or as built of the work and file it.

Plant personnel also maintain the collection system. Normal operation of piping is checked on a routine basis. Problem areas are checked more frequently.

Reporting all plant, lab, and collection system data is done at least monthly. The DEP and EPA are the main agencies to which reports are sent.

Needs

There is an urgent need for additional public wastewater services in Salisbury due to the negative effects that failed systems have on the Town's environmental resources. Lafayette Road and on the beach south of Broadway represent two critical areas of concern. In addition lack of access to the public wastewater system is limiting development in areas determined to be desirable for development such as Rabbit Road.

To address these issues the DPW is installing new sewer lines as funding allows. Currently lines are being added on Rabbit road, along with the water lines. Lafayette Road north of Schoolhouse Lane to the New Hampshire border is expected to be studied next.

It should be noted that the State of Massachusetts recommends that when a town's wastewater system reaches eighty percent of its capacity, it must look for expansion options. While the system is currently averaging below its permitted treatment capacity, major storms cause large surges that exceed the plant's capacity. Major storm surges

frequently reach two to three million gallons of water per day. During this years mother's day storm surge peaked at five million gallons per day. Land abutting the treatment plan was recently purchased for future expansion.

Stormwater⁸

The Massachusetts Executive Office of Environmental Affairs and the US Environmental Protection Agency require each town in the commonwealth to implement a Phase II, Five Year Stormwater Management Program. The program consists of public education and outreach, public involvement and participation, illicit discharge detection and elimination, construction site stormwater runoff control, post construction stormwater management, and pollution prevention.

Non-point source pollution is pollution is caused by rainfall or snowmelt moving over and through the ground. The runoff collects and carries natural and man-made pollutants which are deposited into wetlands and coastal waters. The intention of the Phase II Stormwater Management Program is to reduce non-point source pollution and improve our rivers, wetlands and coastal waters.

Following is a list of ways everyone can help:

- Never dump anything into a storm drain
- Dispose of hazardous waste annually during our hazardous waste collection day

⁸ <http://www.salisburyma.gov/depts/PWStromwater.html>

- Direct roof drains away from bare surfaces and bare soil
- Regularly inspect and pump your septic system
- Use fertilizers sparingly
- Pick up after your pets
- Clean up spills of vehicle fluids & household chemicals
- Replant disturbed soil as soon as possible
- Regularly maintain your automobile to prevent fluid leaks
- If you wash your car at home use low phosphate detergents

Illicit discharge is any release (via municipal separate storm system) of contaminated water or non-stormwater discharge that contributes pollutants to receiving waters. Some examples of illicit discharge are listed below.

- Laundry wastewater
- Improper disposal of automobile & household products
- Overflow from septic tanks & car wash wastewater
- Direct septic connections into storm drains system
- Sanitary wastewater from crushed or collapsed pipes or surcharges

The Salisbury Department of Public Works will be conducting inspections of stormwater outfalls throughout the town. If pollutants or irregular flows are detected the system will

be traced back to locate the illicit discharge. Any discharge deemed a threat to public health or public safety is automatically in violation and is thus subject to a removal order.

Solid Waste Disposal and Recycling

The trash and recycling collections in Salisbury are on an open subscription program which means residents and businesses are responsible for the removal of their trash and recyclables at their own expense.⁹ Municipal waste, from town offices, agencies and facilities is collected weekly by the Department of Public Works and hauled to a transfer station in North Andover. The town recycling center, located on Old County Road at the closed landfill site accepts recyclables from residents on Wednesdays and Saturdays. It is limited to paper, plastics, glass and aluminum. Yard waste is also accepted at the site and composted though without regulations and monitoring. The Town does, however; schedule annual recycling events including a hazardous waste collection day and a white goods collection day for washers, dryers, water heaters, refrigerators, stoves and other appliances.

The current program for solid waste disposal is a source of concern and frustration for many residents and business owners in Salisbury. At various master plan committee meetings multiple participants sited trash as a major problem for their community. Both litter and household trash were included in the discussions. Their message was that trash and litter along road corridors, the beach, and other public places sends a negative

⁹ <http://www.salisburyma.gov/depts/PWTrash.html>

message to residents, visitors and prospective business owners. To many it represents a lack of care and is indicative of a town that lacks the capacity to offer a basic level of service to its residents.

Trash receptacles and bags waiting for collection represent a separate though related issue. Throughout the town, trash bags and receptacles can be seen on any day of the week. Most frustrating to residents is the appearance of trash bags and receptacles on multiple days even within their neighborhoods or along a single street. In part this is due to the schedules of the different collection agencies which are contracted with on an individual basis. The issue is exacerbated by the high level of renters that when moving from an apartment leaves trash and unwanted household items on the curb, regardless of trash pick-up schedules. When landlords are not available to care for a unit on a daily or even weekly basis, the trash can be left for long periods, causing not only unsightly conditions, but potentially health issues as well.

Salisbury has various options to consider for resolving the problems associated with litter and solid waste. Litter and overflowing receptacles on public property including the beach and within public open spaces (sidewalks, parks, and plazas) require public solutions. The town may want to consider increasing trash collection days to accommodate fluctuating levels of trash accumulation. It could also consider using solar powered compacting receptacles in areas where it is difficult to keep up with collection needs. These compactors can reduce the need for pick up by up to one quarter, though there is an initial installation cost. These could be most effective within busy business

districts such as around Broadway and at key recreation areas including Lions Park and along the beach.

Roadway litter could be addressed by working with volunteer and public service groups. Volunteer clean-ups, though time-consuming to plan and administer are excellent community building events. These can be undertaken at any level from neighborhood blocks to corridor business districts. Outside volunteers can also be used. For example the Essex County Sheriff's department and the State Department of Correction both have programs that use volunteer inmates to run litter patrol units in local communities. A public awareness campaign in conjunction with clean up efforts could help reduce litter and create a higher degree of participation in the solution. Litter clean-up cannot be a one-time event: like graffiti patrol it needs to be immediate and consistent to be most effective.

To address the problem of trash bags and receptacles placed along roadways throughout the week, the Town could consider developing regulations that would limit trash collection days and times. It could also specify receptacle standards and limit the quantity of trash that could be set out for collection. Along with the regulations, however; the town would need to develop enforcement capacity.

With solid waste such a prevalent issue for many in the community, Salisbury should consider hiring a solid waste and recycling consultant to develop a comprehensive waste management plan for the town. The plan would quantify and evaluate the issue and then

identify ways to reduce waste, recycle for profit and recommend trash collection and recycling options that would be the most cost effective.

The benefits of a comprehensive and effective waste management program can extend beyond clean streets, sidewalks, parks and plazas. It can enhance the community's sense of pride, help foster awareness and create more land stewards, and increase the desirability of the community for businesses.

Cemeteries

There are two public cemeteries in Salisbury and two private cemeteries. All are active, though there are very few internments in a typical year. Cemetery capacity is adequate for both short and long term needs given the current trend of burials. The Department of Public Works is responsible for the maintenance of public cemeteries.

Table 13: Salisbury Cemeteries

Long Hill Cemetery (private)	15.1 Acres	Beach Road
Old Burial Ground	.7 Acres	Beach and Ferry Roads
True Cemetery	1.7 Acres	Lafayette and Toll Roads
Maplewood Cemetery (private)		Ferry Road